

**Jahan G. Alamzad**email: jahan.alamzad@ca-advisors.comweb: www.ca-advisors.com/people/jahan_alamzad.html

Jahan Alamzad has held senior leadership positions for more than three decades. He specializes in the application of advanced analytics to complex problems, strategy development, and execution of transformation initiatives. He has been engaged in a variety of assignments in finance, operations, marketing, planning, and information technology, ranging from mergers and acquisitions, corporate development, strategic planning, business-process architecture, and change management to tactical operations analysis, resource planning, and organizational development. He has led restructuring and turnaround projects, as well as the design, development, and delivery of information systems. His areas of expertise include analytics, strategy, corporate finance, acquisition integration, investment portfolio management, valuation, financial planning and analysis, technology, transformation, market analysis, pricing and revenue (yield) management, risk and quality management, supply chain management, after-market support, artificial intelligence, machine learning, and Big Data.

Client Sample: Oracle Corporation, Capricorn Investment Group, The Boeing Company, Korean Air, Lufthansa Group, PricewaterhouseCoopers, Bombardier Aerospace, Southwest Airlines, United Airlines, American Airlines, Citi Ventures, Amtrak, San Jose Jet Center (acquired by Atlantic Aviation), Electric Power Research Institute (EPRI), Malaysia Airlines, Mexicana Airlines, Copa Airlines (Panama), Qantas Airways, Rolls-Royce, KLM Royal Dutch Airlines, Garuda Indonesia, Fasken Oil & Gas, Braathens SAFE (acquired by Scandinavian Airlines), Britannia Airways (predecessor to Thomson Airways), Kuwait Airways, Canadian Airlines International (acquired by Air Canada), Flight Partners Group, W. W. Grainger, Avaya, Mesco, Sheorey Digital Systems, Laminaar Aviation InfoTech, Aquarius Investment Advisors.

Professional Experience:

CA Advisors, San Carlos, California, www.ca-advisors.com

Managing Principal

Leads activities of this management consulting firm that specializes in strategy, investments/ M&A, technology, enterprise analytics, restructuring/ turnaround, and products.

Felidae Conservation Fund, Mill Valley, California, www.felidaefund.org

Member of the Board of Directors

A dedicated organization with a mission to strengthen conservation of native felid populations within local and global ecosystems using innovative approaches to research, education and community stewardship

Laminaar Aviation Infotech Pte. Ltd., Singapore, www.laminaar.com

4/20 – present *Senior Advisor, Corporate development, and advisor to the board of directors*

10/19 – 4/20 *Acting Chief Operating Officer of the parent company, and President, Laminaar Americas (Denver, CO)*

12/15 – 10/19 *Senior Advisor*

PricewaterhouseCoopers LLP, San Francisco, California

Director, Strategy and Analytics

Responsible for private equity, transportation and logistics (airline and railroad), technology, aerospace and defense, automotive, industrial products, and diversified manufacturing. Represented the firm's analytics hub across verticals.

Applied Decision Analysis, Menlo Park, California

(Acquired by PricewaterhouseCoopers LLC in 1998. A unit of Standard & Poor's Corporate Value Consulting in 2001. Fully merged with Duff & Phelps in 2004.)

2/98 – 12/04 *Advisor*

5/96 – 2/98 *Director of Airline, Aerospace, and Operations Research Practice*

Launched air transportation practice of this leading consulting firm with professional staff in Menlo Park and New York, and international offices in London, Frankfurt, Toronto, and Sydney. Engaged in business development, securing projects, and leading assignments at major U.S. and international airlines, aircraft manufacturers, and government aerospace agencies.

California Airlines, Inc., San Jose, California

(Merged with CA Capital, a unit of CA Advisors)

Chief Executive Officer

Co-founded the company with the initial strategy to launch an airline serving regional markets in California with low fares and frequent flights. Formed strong and experienced board of directors and management team. Negotiated aircraft leases and support services with Raytheon Aircraft Company. Raised portion of needed funds through private investors, and worked with capital firms and institutional investors. Developed and submitted required Federal Aviation Administration manuals for obtaining operating certificate. Arranged for legal, accounting, advertising, and other administrative and commercial services. Used the created platform to engage in airline acquisitions and financing.

Management Science Group, San Jose, California

(Merged with Applied Decision Analysis, Inc. in May 1996)

Co-founder and Managing Director

Co-founded and managed this air transportation consulting firm specialized in providing advanced analytical services and developing decision-support systems. Secured and led wide-ranging engagements from logistics to aircraft financing, spanning various functional areas in operations, marketing, finance, and planning.

American Airlines, Dallas, Texas

Corporate Operations Research Department, Finance Division

Senior Operations Research Analyst

Projects in marketing and sales, traffic analysis, fleet planning, advertising, inventory and production management, and SABRE Global Distribution System sales and support.

United Airlines, San Francisco, California

Advanced Planning Department, Maintenance Operations Division

Senior Operations Research Analyst

Projects in strategic planning, restructuring business processes, new-generation aircraft evaluation, financial analysis, workload scheduling, production capacity analysis, maintenance program development, and reliability analysis.

Project Sample:

- Provided corporate development services for a global IT company in Singapore, with development centers in Mumbai and Bangalore, that has developed a disruptive, leading-edge aviation operation enterprise application. Valued the company, prepared it for a new round of financing, and successfully completed the round by raising \$50 million. Led the growth of the company during the last two quarters of fiscal year 2019-2020, and increased annual revenues by 75%. Senior advisor to CEO and the board of directors.
- Delivered advisory services for a new cancer center at the University of California San Francisco, School of Medicine, named Center for Accelerated Learning in Medicine, that plans to change significantly the paradigm for treating cancers, as well as developing and approving new generation of drugs.
- Executed the strategy to develop a new aerospace and defense division for one of the largest industrial complexes in India, with primary operations in mining and steel, and operational footprint outside of India.
- Facilitated plans of a large private-equity firm in Dubai to expand the firm's presence in Silicon Valley.
- Led optimization opportunity analysis engagement at a large U.S. passenger railroad company. Findings were presented to the board of directors of the company as a part of the roadmap for future developments.
- Led the implementation of supply chain risk management/resiliency (SCRM) solution at a major manufacturer of powerful business communication assets. Assessed impacts of supply chain network disruptions, and developed risk-mitigation strategies. Served on SCRM development steering committee.
- Developed investment thesis and plans for venture unit of a major commercial bank for deploying capital in the Big Data and security analytics space.
- Carried through initiatives in network planning, demand forecasting, and strategy development for a major U.S. airline.
- Directed restructuring of a major airline in Asia, focusing on transformation, cost-containment measures, and revenue management initiatives.
- Structured at a Big 4 firm a Joint Business Relationship (JBR) agreement with Gurobi Optimization Inc., provider of the fastest and most powerful solver for large-scale optimization problems.
- Advised an emerging corporate aviation services company for a series of acquisition, strategy, and alliance initiatives.
- Expert and solution architect for MRO (maintenance, repair, overhaul) at Maintenance & Engineering Division of a major international airline in Asia for the implementation of Oracle cMRO (Complex MRO) ERP (enterprise resource planning) application. Successfully went live after a three-year implementation. The largest implementation of its kind in commercial aviation.
- Investment advisor to a private-equity firm managing \$6 billion portfolio of diversified global investments, evolved from the family office of a leading Silicon Valley entrepreneur and executive. Full time for two years, and thereafter in accordance to needs. Developed an investment plan focusing on the firm's future direct investments and acquisitions. After approval of the plan by the firm's investment committee, launched a series of acquisitions in one specific space, with total transaction lifecycle responsibilities: sourcing, valuation, execution, post-acquisition monitoring, and exit strategies.
- Advised a private-equity firm to evaluate participating in a \$500 million Hong Kong fund with one of the largest Chinese conglomerates as anchor investor in the fund.

- Devised and implemented new OnDemand/SaaS (Software as a Solution) business model for AEMPS www.aemps.com (Advanced Engine Maintenance Planning Systems). Solution architect and responsible partner for Materials Management for Repairable Parts www.m24r.com.
- Analyzed the potential for a corporate aviation services company to launch a new MRO business unit.
- Completed strategy engagement for a large aviation company. Analyzed potential business climate circumstances, and various feasible courses of action. Delivered system solution to forecast *pro-forma* financial and operational performance, which led to a major capital project, a large acquisition, and the eventual buyout of the company.
- Prepared plan for a private-equity firm interested in entering corporate aviation business. Analyzed market for business aviation services. Evaluated various corporate jet models.
- Structured alliance with a German consulting company for joint offering of leading-edge analytical services in strategic decision-making for capital investments, and advanced product development and marketing. Conducted joint seminar in capital budgeting and fleet management for an international airline to prepare airline's executives for major capital investment decisions.
- Analyzed asset management of an oil & gas company. Delivered plans for managing high-ticket items.
- Developed methodology and designed solution for Electric Power Research Institute (EPRI) pilot study in reliability analysis of electric power equipment, that were used in maintenance program development and maintenance planning optimization.
- Delivered training seminars for a major manufacturer of aircraft and aerospace equipment regarding commercial airline fleet planning and management.
- Structured alliance with consulting division of a major international airline. Led joint engagement at a major international airline with revenues exceeding \$1 billion, in a turnaround project. Created enterprise strategic analysis framework and developed a highly-advanced system for evaluating strategic options. Successful privatization of the airline after completion of restructuring.
- Developed a complex system for a major aircraft OEM (original equipment manufacturer) to train customers' senior executives for simulating and measuring impacts of major fleet composition decisions.
- Buyout of a regional airline fleet. Considered acquisition of one fleet of a large regional airline consisting of over 100 aircraft with \$320 million in annual revenues. Challenges included facing certain preventive clauses in the pilot union agreement of this regional airline and its parent major air carrier.
- WestAir Commuter Airlines, Inc. (Fresno, California) buyout. In close cooperation with Air Line Pilots Association (ALPA – pilot union) and Association of Flight Attendants (AFA – flight attendant union), considered acquiring WestAir that operated as United Express with 41 aircraft and annual revenues of \$112 million. Ended consideration as a result of lawsuit against WestAir and its parent company by one of aircraft lessors.
- Designed and developed PC-based Advanced Engine Maintenance Planning Systems (AEMPS) for reliability analysis, removal forecasting, lifetime optimization, and spare management of modern turbofan engines. Implemented the system package at two European airlines. Conducted related workshops for various airlines worldwide.
- Restructured group travel business processes for a major Asia Pacific airline. Developed and delivered PC-based system for managing group travels.
- Developed analytical model and PC-based, decision-support system for field marketing manpower planning for a major U.S. airline.
- Conducted strategic planning and corporate restructuring project for a supplier in commercial aircraft interior industry.

- Designed PC-based system for airline yield management nesting structure. Conducted related seminars for major international airlines.
- Analyzed a national U.S. airline for an investment group to evaluate buyout feasibility.
- Assisted various airlines in fleet planning and aircraft financing issues.

Board Experience:

California Airlines, Inc., San Jose, California
Member of the Board of Directors

Brunel Excellence, Cologne, Germany
(A unit of Brunel, a Dutch corporation)

Served on the Advisory Board of this unit of Brunel that provided management support services.

GMS, Munich and Wiesbaden, Germany
Gesellschaft fuer Markt- und Strategieberatung mbH
(Merged with Brunel, a Dutch corporation, in January 2005)

Served on the Advisory Board of this German management consulting firm, specializing in innovation management, business development, and marketing strategies.

San Jose State University, San Jose, California
Department of Aviation
Member of the Board of Advisors

Academia Experience:

Notre Dame de Namur University, Belmont, California
School of Business and Management
Adjunct Faculty and Lecturer

Taught entrepreneurship and innovation management class entitled “Finance and Marketing for a Developmental Stage Venture.”

San Jose State University, San Jose, California
Department of Aviation
Lecturer

Taught airline management, general aviation management, and senior seminar classes. Served as faculty representative on the department’s Advisory Board.

Education:

Stanford University
M.S., Management Science and Engineering

University of Southern California
M.S., Industrial and Systems Engineering

University of Illinois (Champaign-Urbana)
B.S., Civil Engineering
B.S., Electrical Engineering

Publications:

- Jahan Alamzad, “Artificial Intelligence Applications and Advanced Analytics in Aviation Operation,” *Aircraft IT MRO eJournal*, Winter 2019-2020.
- Jahan Alamzad, Opinion, *The San Mateo Daily Journal*:
 - “Impact Investing Insufficient for Climate Emergency,” November 29, 2021.
 - “Turn Social Distancing into Relationships,” June 18, 2020.
 - “What Snow on Kilimanjaro?” December 31, 2018.
 - “L’entreprise, c’est moi!” August 27, 2018.
 - “Separating AI Wheat from Chaff,” June 19, 2018.
 - “Uber Happy Place within Reach,” September 12, 2017.
 - “Abenomics Destination?” July 7, 2017.
 - “Post Big Data Era,” April 26, 2017.
 - “Dinosaurs that Do Not Die,” August 3, 2016.
 - “Big Data is Good, Smart Data is Better,” July 27, 2015.
 - “Venture Capitalism with a Human Face,” December 26, 2012.
 - “Past Clues for American Airlines’ Future,” August 27, 2012.
 - “Stanford Alumna to Rescue Yahoo!,” July 25, 2012.
 - “Social Media beyond Facebook IPO,” May 31, 2012.
 - “Spotlight on Private Equity,” January 23, 2012.
 - “Solyndra’s Seen-before Odyssey,” November 21, 2011.
- Jahan Alamzad, Opinion, *The Korea Herald*:
 - “Brexit Shot Across the Bow for Trade Agreements,” July 3, 2016.
 - “Mumbai Can Learn a Lot from Seoul,” March 16, 2016.
 - “For Whom the Cyprus Crisis Bell Tolls?” April 1, 2013.
 - “KAMS Countries Are Pushing aside BRICs,” February 11, 2013.
 - “New Paradigm Sought for Changing Chaebol,” December 30, 2012.
 - “Is There Hope for U.S. Manufacturing?” October 21, 2012.
 - “Seoul 2008 Offers Lessons to New York 2011,” November 18, 2011.
 - “2008 Crisis: Black Swan or Flashing Red Flamingo?” July 18, 2011.
- Jahan Alamzad, Opinion, *The Korea Times*:
 - “Learning How to Consume,” May 28, 2010.
 - “Reckoning with Challenges,” October 13, 2009.
 - “Tribute to Honor,” May 29, 2009.
 - “Essentials for Economic Success,” December 30, 2008.
- Collaborator; Charles Banfe, *Airline Management*, Prentice Hall, September 1991.

- Charles Banfe and Jahan Alamzad, "Choosing Aircraft Interiors Gives a Competitive Edge," *Airline Executive International*, December 1991.
- Contributor; M. J. Rosenblatt, "Fixed Cycle, Basic Cycle and EOQ Approaches to the Multi-item Single-supplier Inventory System," *International Journal of Production Research*, November 1985.

Industry Addresses:

- "Business Aviation Buzz Session -- eVTOL Impact on General Aviation Airports," General Aviation Conference, American Association of Airport Executives, August 2022.
- Airline Digital Transformation that Matters," *Airline and Aerospace MRO (maintenance, repair, overhaul) and Flight Operations Information Technology Conference*, Aircraft Commerce, October 2019.
- "Artificial Intelligence and Advanced Analytics Applications in Aviation Operations," *Airline and Aerospace MRO (maintenance, repair, overhaul) and Flight Operations Information Technology Conference*, Aircraft Commerce, June 2019.
- "Technology Innovations Keynote: The Future of Aviation Operation Enterprise Information Technology Applications," *Airline and Aerospace MRO (maintenance, repair, overhaul) and Flight Operations Information Technology Conference*, Aircraft Commerce, October 2016.
- "Presenting the Latest Developments in MRO Information Technology," *Airline Engineering & Maintenance, North America Conference*, UBM Aviation, November 2012.
- "Strategies for Unscheduled Aircraft Maintenance: what can be done and how to do it," *Webinar*, Air Transport World, December 2008.
- "Where Is the Market Going?" *3rd Edition of the Very Light Jets Conference*, Aviation Week, November 2008.
- "Investors Speak: Critical Factors to Funding VLJ-related Investments," *VLJ (Very Light Jet) West Conference*, Aviation Week, November 2007.
- "How to Have an Operations Research Career," *Annual Meeting*, INFORMS (the Institute for Operations Research and Management Sciences), November 2005.
- "Oracle's Air Fleet Maintenance Solution, Oracle cMRO," joint presentation with Hannes Sandmeier, Senior Director of Oracle Corporation, *Oracle OpenWorld*, December 2004.
- "Analytical Reliability-centered Maintenance – Lessons Learned in the Airline Industry," *Electric Power Research Institute Conference*, October 2002.
- "Real Options Approach in Asset Management," *Electric Power Research Institute Conference*, October 2002.
- "Airline Fleet Management," *Bombardier Aerospace Annual Conference*, May 2000.
- "Reliability-centered Maintenance Planning in the Airline Industry," *Electric Power Research Institute Conference*, October 1999.
- "Systems Engineering in Commercial Air Transportation," *International Council on Systems Engineering*, October 1996.
- "Developing and Implementing Restructuring Plans that Last," *Air Finance and Leasing Conference*, AIC Conference, February 1996.
- "Fleet Financial Planning," *The International Aircraft Finance Conference*, The Airfinance Journal, November 1994.

- “Route Alternatives – the Future of Hubbing,” Aerotech '93 (Air Transportation: Balancing Technology and Profitability), Society of Automotive Engineers (SAE), September 1993.
- “Engine Maintenance Planning,” Aerotech '93 (Air Transportation: Balancing Technology and Profitability), Society of Automotive Engineers (SAE), September 1993.
- “Welcoming Remarks: Paradoxes in Airport Emergency Procedures,” *Airport Emergency Seminar*, Federal Aviation Administration, April 1992.

TV Interviews:

- KRON Channel 4 News, San Jose-San Francisco-Oakland secondary NBC affiliate, “Southwest Airlines Incident over Arizona,” April 2, 2011.
- KRON Channel 4 News, San Francisco-Oakland-San Jose secondary NBC affiliate, “United – Continental Merger,” September 17, 2010.
- KNTV NBC11 News, Channel 11 San Jose-San Francisco-Oakland NBC affiliate, “Aloha Collapse Signals More Airline Bankruptcies On The Way,” April 3, 2008.
- KPIX Channel 5 Eyewitness News, San Francisco-Oakland-San Jose CBS affiliate, “New Low-cost Airline Flying to Bay Area,” February 8, 2005.
- KRON Channel 4 News, San Francisco-Oakland-San Jose News Station, “Low-cost Airlines Rank High in Quality,” April 5, 2004.
- KTVU Channel 2 Ten O'clock News, Oakland-San Francisco-San Jose Fox affiliate, “Discussion of Airfare Rate Changes,” March 22, 2004.
- KNTV Channel 11, San Jose-Oakland-San Francisco NBC affiliate, “USAir Crash,” September 9, 1994.

Print Interviews:

- The Economist, "How to Avoid Flight Chaos," January 5, 2023.
- The Wall Street Journal, "Southwest Meltdown Shows Airlines Need Tighter Software Integration," January 3, 2023.
- Aviation Business, Asia Pacific, “Formulating Aircraft Strategy in an Economic Downturn,” August 1, 2009.
- San Gabriel Valley Tribute, “Flights of Fancy; Cathay Pacific Has Upgraded its Seating,” October 9, 2007.
- San Jose, Mercury News, “Super Jumbojet Lands in San Francisco,” October 5, 2007.
- San Jose Mercury News, “Virgin America Rolls Out,” October 12, 2006.
- USA Today.com, Today in the Sky, “Southwest to Dulles: Today in the Sky Asks Airline Experts for Their Take,” April 5, 2006.
- Rocky Mountain News, “Bankruptcy Funding Trough Could Dry up,” September 14, 2005.
- USA Today, “More Flights Connecting through Smaller Airports,” September 13, 2005.
- San Jose Mercury News, “Air Travelers Fare Well in San Jose,” March, 22, 2004. Also in The Miami Herald, “San Jose, Calif., Travelers Rejoice over Raging Fare Wars,” March 22, 2004.
- San Jose Mercury News, “Airlines Flying Steadier Course,” November 2, 2003.

- San Jose Mercury News, “Airlines' Mayday Call May Go Unanswered,” March 27, 2003. Also in The Seattle Times, “Airline Failures No Tragedy, Experts Say,” March 28, 2003, and in The Sun News MyrtleBeachOnline.com, “Airlines,” March 30, 2003.
- The Fresno Bee, “Start-up Airline Seeks to Buy WestAir,” May 20, 1998.
- Adweek, “Mandelbaum Catches Airline Bid,” November 6, 1995.
- San Jose City Times, “Fledging Airline Seeks Roost at San Jose International Airport,” July 21-August 3, 1993.
- San Jose City Times, “Two Airlines Take Wing in San Jose,” June 23-July 6 1993.
- The Wall Street Journal, “Northwest Air and KLM Royal Dutch Agree to Link Operations More Closely,” September 10, 1992.

Expert Witness:

- Litigation arising from bankruptcy of a major scheduled and charter airline.
- Shareholders’ class-action securities litigation concerning one of the largest U.S. regional airlines.
- Litigation in buyout of one major airline by another.